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The
Quarterly
Review
of Public
Relations

Reaching the General Public, <i>Elmo Roper</i>	1
The Psychological Needs of Man, <i>Howard Wilson</i>	7
The New Look in Movies for PR, <i>Edgar Parsons</i>	9
Some Methods of Measuring Press Attention, <i>Huntington Harris and Paul M. Lewis</i>	12
Columbia's Magic Bicentennial Theme, <i>Louis H. Bell</i>	20
(R)Evolution in the Printing Industry	26
Book Reviews	27
Quick Quotes	32

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How Can Opinion Research Help?

Reaching the General Public

By ELMO ROPER*

Why should the general public, as such, be important to the public relations of the modern corporation?

Surprisingly, one can obtain a great variety of answers to this question from business leaders themselves.

No more than a decade ago, one prevailing answer was that the public had to be looked to in a kind of defensive way. The people in a democracy are able to use their voting power to make or break governments. It was said that if too many people were in a frame of mind to support repressive measures against business, they might elect governments inimical to business interests.

Another answer emphasized the point that the corporate institutions are in competition with other institutions in our society for the loyalty and support of the public at large. In essence, so the reasoning runs, we live in a kind of bargaining society. The corporation competes with labor unions, and the two in turn compete with organized farmers, and so on. Without public support, the assumption is, corporate institutions would be overwhelmed by other institutions jealous of their power, prerogatives, and holdings.

A third answer—one which research substantiates—has to do with the relationship of a corporation's product sales and its general reputation and public standing. Many studies we have conducted have demonstrated clearly that one of the most priceless assets a company can have just from the standpoint of selling its products is the good name of the company—and I don't mean merely a good name for products, either.

On one occasion we were able to show by the cross tabulation of answers to different questions that about five per cent of the users of one company's products did not believe that this product was the best engineered, or the best designed, or the most economical, or the most comfort-

*Elmo Roper has long been interested in the use of opinion research in public relations. A pioneer in the field, he heads his own marketing consultant firm in New York.

able, or the most durable—in fact, did not rate the product even equal to its competition in any one of the dozen comparisons. Answers to other questions in the same questionnaire, however, showed that this little group of users *did* believe the company making the products was exceptionally good in its general ethical behavior and in its treatment of employees.

The company had apparently done a better job of communicating its intentions than it had in making its product. In any case, good relations with the public provided it with a plus market of five per cent during a time of much-needed product change.

My own feeling is that the justification for concern with the general public in corporate public relations stems not so much from any special interest business might have. Rather it arises from the general identification that business must have with the rest of society in our highly interdependent modern world.

Certainly it is commonplace now to say that any individual corporation would find it difficult to prosper without a prosperous general economy. So, too, I would contend, it is difficult for business to exist and to survive in an atmosphere of mutual hostility and distrust among various segments and strata of American life.

Business and the Public

Business will do well public relationswise when there is an attitude of mutual tolerance and trust, not only for business, but also for every mainstream institution in our national life. This would include the press, the church, our schools, our labor unions, farm organizations, and the various kinds of governmental units.

The basic necessity of identifying the welfare of the modern corporation with the well-being of nearly every other group and individual in society, I think, makes it mandatory for corporate public relations to concern itself with the general public—however difficult it is to make an impression on that huge and complex group.

Now, when the target group is America as a whole—or perhaps *effective* America is a better term—how should the public relations man approach it?

Acceptance of this broad target group does not necessarily mean that the message ought to be directly beamed at a mass audience. In some cases, it might be. But, as a matter of fact, in quite a number of cases ideas penetrate the public as a whole very slowly by a process similar to osmosis. The initial problem is to gain acceptance of your ideas by those particular

groups which act as disseminators in the osmotic process.

Disseminating Ideas

Not enough research has yet been done to be positive about how ideas are disseminated among Americans. I have a theory that I believe is worth testing. According to my hypothesis, the entire American public can be stratified into six groups. I would characterize the groups as follows:

1. *Great Thinkers.* Those who originate the big ideas that shape the course of history. Probably there are not more than half a dozen in the entire world at a given time. They are seldom known widely by their contemporaries. In the field of politics, the Great Thinkers group would undoubtedly include Plato and Thomas Jefferson. (I'm not naming anyone now living in order to avoid controversy). In the field of economics we might name Adam Smith and Karl Marx. The Great Thinkers need not always think up "good" philosophies!

2. *Great Disciples.* Those who have sufficient understanding and close enough mental association with the Great Thinkers to become effective protagonists for particular ideas. A country might have, say, a dozen or so Great Disciples. Again, going to the field of religion, St. Paul would, of course, qualify. In the field of philosophy, Spinoza. And Thomas Huxley in science. Finally, in politics, and to name more recent ones, Franklin Roosevelt and Robert Taft.

3. *Great Disseminators.* People who have a national or international forum and who are widely listened to. It is difficult to number these, but America may have 500 or 1,000. The forum might be the United States Senate. If we were to name contemporaries, both Ralph Flanders and Joseph McCarthy would qualify, little as they might like being grouped together on any other basis. As president of the CIO, Walter Reuther would qualify. Or George Meany, president of the A. F. of L. Because he owns a chain of powerful magazines, Henry Luce would be in this category. And so would Elmer Davis and Walter Lippman and Westbrook Pegler and Robert Sherwood. In the field of science and technology, Robert Fulton and Thomas A. Edison. Obviously, this list could be expanded many times.

4. *Lesser Disseminators.* People who have limited forums, as, for example, certain local radio commentators, editors, clergymen, and teachers. How many? Well, 25,000 might be a fair guess for this country.

These people, like the more illustrious Great Disseminators, also have a forum. But theirs is more limited. Just as Walter Reuther or Jacob

Potofsky might qualify as Great Disseminators, so the business agent of the local union would qualify as a Lesser Disseminator. A radio commentator widely listened to in Minneapolis, but relatively unknown outside of this area, would certainly be included. So also might the Presbyterian minister in Keokuk or the editor of the *Creston Advertiser Gazette*.

5. *Politically Active*. Not limited to those who are in politics as such, but all those who take an active interest in local, national, or international affairs. Perhaps America has 10,000,000 or so in this category.

Clearly, we cannot begin to name specific people to illustrate those who fit into this group. But such people would have these distinguishing characteristics among others: they vote regularly, they contribute money or their services to local or national political campaigns; if they belong to a labor union, they attend meetings and they might be elected a union committeeman. Generally, they belong to civic-minded organizations, attend their meetings, and try to influence other people to agree with their views. They are also more likely to follow what goes on in Congress and to write letters to their editor or to their Representative in Washington.

They are active members of groups such as the League of Women Voters or the Urban League or the American Legion or the Daughters of the American Revolution or the Foreign Policy Association, or dozens of other organizations across America. They are presidents of the local Chambers of Commerce or Rotary Clubs or the National Association for the Advancement of Colored People.

For the most part, the Politically Active are the alert citizens who strive to fulfill their obligations both by performing the simple democratic function of voting and by joining with others in groups in order to make their voices heard more clearly—and more effectively. They would easily qualify as the local citizen leaders in thousands of communities across the land. In many ways, they are the backbone of our democracy.

6. *Politically Inert*. These are the people who are not very much at home in the world of ideas, at least when exposed to ideas in a raw or undiluted form. They would seldom raise their voices in meetings, if, indeed, they would ever attend a meeting at all. They are rarely vocal about their beliefs. But they constitute the majority of the electorate and the bulk of customers of business. You might number them at 75,000,000.

But do not discount this group. First of all, they have more numbers than all the other groups combined. And if they are moved or stirred enough about an issue or a man, many of them will vote, as certainly can be proved by a quick glance at the roster of Congress. These people buy

things. And even though they might not be able to articulate what they might mean by a "good company" or a "bad company," our surveys show that they do form such impressions even though unable to explain them clearly.

A further part of my hypothesis holds that members of any given group generally seek guidance and leadership from the group immediately above it. The Great Thinkers do not communicate directly with the Politically Inert, but the Politically Active do. The Great Disciples do not select a Lesser Disseminator as a voice of authority; they look for guidance to the Great Thinkers.

The Broad Implications

If my hypothesis is correct and if American society can properly be stratified in the manner I have indicated, several broad implications arise of particular interest to public relations men.

First of all, while all the groups other than those labeled Politically Inert might be thought of as "opinion leaders," not all "opinion leaders" are at the same level. "Opinion leaders", as such, may not be a specific enough target group for purposes of gaining acceptance of ideas.

Secondly, materials or ideas disseminated to members of a particular group ought to be geared specifically to that group's level. The kind of analytical reasoning which may be necessary to capture the attention and respect of the intellectually sophisticated will probably be meaningless to the lower groups. And, on the other hand, slogans and emotional platitudes which may sometimes prove effective in swaying the Politically Inert are likely to receive speedy dismissal from higher groups.

Two Choices

If one is prepared to accept the thought that there are many economic and sociological ideas which are so complicated that they might never be fully explained to the group I am calling Politically Inert, or if explainable at all, would have to be stated in overly simplified and hence distorted concepts, a practical question immediately arises. Should the public relations man attempt to communicate those ideas to the lowest group at all, or should he confine his efforts to higher groups, trusting that if he wins the higher groups, the lowest will follow?


A third implication of my hypothesis has to do with the element of time. The time distance in idea dissemination between the Great Thinkers and the Politically Inert is probably a matter of generations. Idea dissemi-

nation between two groups which are side by side on my scale may be a matter of days, weeks, or months. This would suggest that when time is short, the communications must necessarily be aimed directly at those the public relations man is attempting to inform or activate.

There are many other important implications arising out of my hypothesis, but mere speculation is not very helpful. Through research and experience we must test the theory's validity. My own feeling is that this hypothesis, if it can be validated, holds out a promise of great magnitude for management in this country. It should reduce tremendously the amount of fumbling and waste which today characterize many attempts to communicate with the general public. ▽

This much we can assume to be correct: that the attitudes and beliefs of the general public are important to business management; that the general public is complex and heterogeneous; that within the general public are many special groups who can be persuaded only when the communications used are in tune with their special interests and understanding; and that present efforts to communicate with the public as a whole are usually inefficient and often ineffective.

Beyond that, we enter the area of the unknown or the half-known. Careful research, bold experimentation, and concentrated experience are the tools we must use to reduce the area of the unknown. I believe that the fields of opinion research and public relations will continue to cooperate in the use of these tools to the end that, through improved communications, our democratic society may function even more effectively in the future than it has in the past.



Some Clues for Solving Human Relations Problems

The Psychological Needs of Man

By HOWARD WILSON*

WHAT DOES THE FORMAL study of human relations offer public relations practitioners?

Human relations as a discipline apart from literature, the humanities, and such social sciences as sociology and anthropology is relatively new. The interest is being spurred primarily by American industry out of recognition of the implications the field has on worker productivity. The Industrial Relations Center of the University of Chicago has been working on this subject for a number of years with several of its member companies and has developed programs in Understanding People, Leadership and Human Relations.

Today the formal study of human relations in the college class room and in industrial programs embraces the study of individual differences, physical and psychological needs and wants, attitude formation, behavior and frustration—in general, what makes people the way they are, and what they must do in order to live more harmoniously together.

Within this country the satisfaction of our basic physical needs has presented little difficulty for most of us. It is the satisfaction of our *psychological* needs that presents our greatest problems. And it is in this area that public relations practitioners can work most effectively.

What are man's basic psychological needs? Many lists have been compiled in answer to this question, and the lists are never precisely alike. However, most include the following six.

1. *Need to belong.* Man is a social animal. He needs to identify himself with other people. He wants to be a part of a group that is stronger than himself, because out of this relationship he reaps assurance and a sense of mental security.

2. *Need for accomplishment.* Man wants to feel that he is progressing.

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He wants to know that he is moving closer to the attainment of goals he deems worthy. When people set his goals for him, such as in the work situation, they must set them in terms of his capabilities if he is to succeed. It is not always speed or time that is important in this respect, but rather direction.

3. *Need for self-esteem.* Each man develops his own sense of worth, his own standard of pride and dignity. To a large degree his personality and self image rests on them. To destroy a person's self-esteem is literally to destroy the person himself.

4. *Need for acceptance.* Man must feel that he is accepted by the groups with which he identifies. He tries to develop a feeling that the way he normally wants to behave is in conformity with what the groups expect and will accept. To lead a fully satisfying life he needs groups that "stand for something" in order that he may perceive the standard and conform.

5. *Need for security.* The interdependence of modern life has to some measure sapped the once proud quality of self-reliance in modern man. He feels less secure and he needs, therefore, greater assurance of his security. He knows that many mysteries of the past have been explained. For example, he does not, as did his early ancestors, tremble to observe that the sun rises, for he understands that. But he does not understand the consequences of radioactive fall out, something he fears he personally may one day have to deal with.

6. *Need for creativity.* In many instances the skill function in particular lines of work has been transferred from the worker to machines. When this is done, the workman's sense of creativity is often destroyed. Job satisfaction disappears, and the egos of the men involved suffer a jolt. Their reaction often is seek substitute activity which restores their sense of individuality and of personal competence. They find outlets for their creative drives outside the work scene.

This listing of six psychological needs people share in common does not, of course, provide all the knowledge one must have to be competent in solving problems in human relations. But, generally speaking, if a solution to a problem in human relations satisfies one or more of the above psychological needs it will have a good likelihood of success.

The formal study of human relations is still in its infancy, but enough has been accomplished to lend confidence that the field will prove a fruitful one. When it does, public relations practitioners familiar with it should be able to obtain much to nourish and strengthen their understanding, resourcefulness, and competency.

"Do it Yourself"
is the Trend . . .

The New Look in Movies for PR

By EDGAR PARSONS*

"DO IT YOURSELF" has come to motion picture production. "Camera! Lights! Action!", formerly heard only on a Hollywood sound stage or producer's studio, now echoes through the halls of such widely divergent organizations as Bell Aircraft, Wyeth Pharmaceutical Laboratories, Curtis Publishing Company, Capital Airlines, and the American Automobile Association. These and many others have discovered that there are few film secrets which cannot be unlocked with a little diligent application; that film costs are appreciably lower when an in-service film unit makes the picture; and that intimate knowledge of the subject matter helps to make the end product more useful.

The trend toward self-made motion pictures has not by any means crowded out the professional producers. Each year's directory issue of *Business Screen* magazine lists more producers and producers' services than the previous year's issue. It's just that more film footage is rolling through the cameras than ever before, and there's room for all. Naturally, some producers aren't too happy to see their precious trade secrets bandied about by "laymen"; but the more forward-looking are "rolling with the punch" and providing partial production services as well as complete "script-to-screen" production.

The American Automobile Association represents a fairly typical example of what's happening. Some four years ago the organization realized that TV offered new opportunities for a public relations outlet and acquired a motion picture camera, manned by a staff still photographer with limited motion picture experience. The operation has grown until today the AAA Department of Public Relations boasts a fully-equipped studio

*Edgar Parsons, the Radio-TV Editor of the Department of Public Relations of the American Automobile Association, is in charge of motion picture film production for the AAA.

with provisions for recording either live sound or narrated voice and music. The same studio serves as a screening room and is outfitted for film editing. Last year's film output included several short TV newsfilms which were released to networks, key network news programs and to local TV outlets through the affiliated AAA motor clubs; a major public relations film, "A Nation On Wheels"; several training films and a number of special purpose short movies for meetings and conferences. This year several animated TV spot announcements were added to the schedule. The one-man camera "crew" is supplemented by writers and production people from the Department of Public Relations and, on occasion, from other departments. At the same time the AAA buys at least one complete film annually from a recognized producer.

Comparison of Costs

Cost is an important factor in this trend. Where a typical motion picture, complete with professional photography, expert editing and sound track, may cost from thirty thousand to fifty thousand dollars, the same picture may be completed by the sponsor's own personnel for as little as half as much. The reasons are simple: the professional producer must protect himself by adding, in addition to his normal profit, a "risk factor" amount to his price. If he sends a crew to shoot pictures of outdoor subjects and the weather is obstinate, the crew is paid anyway. On the other hand, the AAA camera "crew", during inclement weather, finds other tasks to occupy its time, thus eliminating the risk encountered by the professional producer.

A far more important reason for the "do-it-yourself" trend, however, is the fact that business films, dealing as they do with technical data, can best be created by people who are working intimately on a day-to-day basis with the subject matter. They are accustomed to interpreting specialized material; the motion picture is merely another medium which can be taken in stride, along with the press release, information bulletin, booklet and brochure. As good writers can learn to write for radio, so creative people can acquire the techniques of dealing with frames-per-foot, feet-per-second, and even the mysteries of emulsions, exposures, depth of focus and camera angles.

More often than not, where camera work and rough editing are handled by the film sponsor's own employees, some phases of film production are turned over to experts for highly specialized treatment. Many film laboratories which formerly served only as processing and printing estab-

lishments are now offering a variety of services including editing, sound recording, music scoring, and even talent booking. Thus the Chrysler Corporation's cinematographers shoot scenes of automobiles on highways, but turn the raw footage over to a producer who makes the filmed commercials which appear on television. Curtis Publishing Company's camera operators shoot scenes as prescribed by a company-written script; its film editors select the best "takes", rough-cut the scenes to length; the resulting footage is then turned over with explicit instructions to a film laboratory whose team of skilled editors and sound recording engineers work on it and come up with a highly acceptable finished product, ready for the projector. This blending of company-paid creative talent and laboratory-employed technical assistance results in economies of operation which in turn bring about greater volume in motion picture output for public use.

Staffing Your Movie Department

How large a professional motion picture staff should a commercial firm or trade organization employ? Facilities maintained by those engaged in the "do-it-yourself" practice range all the way from the one-man, one-camera shop to the fully-equipped studio with elaborate lighting, scenery, editing and sound recording devices. Generally speaking, the smaller shop is the rule. Forrest O. Calvin, of Kansas City, speaking before the Photographic Society of America, warns against a too-elaborate setup because of the expense of carrying on during slack periods when no production is in progress. Mr. Calvin knows whereof he speaks, because he operates one of the larger motion picture processing laboratories offering additional facilities for the use of producers of pictures. A substantial portion of his company's volume is from organizations whose staff people operate their own cameras and associated equipment. Similar film laboratories which offer editing and sound recording are listed in *Business Screen's Annual Directory*.

Obviously, before you plunge into movie-making of your own, you should get the facts on both sides. Consult with professional producers—processing laboratories—other companies which have experience in the field. Only you can decide what will work best for your organization.

Whether your needs are large or small, however, the trend is definitely toward "do-it-yourself". Those who have experimented with motion picture techniques have learned that it results in better control of each step in the production process. On one point, all are agreed: the important economies achieved can result in a greater volume of production, putting in the hands of the public relations man a vital tool with which to tell his story.

What Detailed Analysis of Your Newspaper Clippings Can Reveal

Some Methods of Measuring Press Attention

By HUNTINGTON HARRIS AND PAUL M. LEWIS*

THE PRESS is a source of evidence about public attitudes and is one of the means by which these attitudes can be reached and altered. Accordingly the evaluation of press content is a necessary skill in the art of public relations.

The American press, as a means of communication, is extraordinarily complex. It consists, as is well known, of some 1,800 daily papers and many thousands of weeklies, most of them run quite independently of one another. While publishing standards are fairly uniform throughout this great mass of newspapers, internal practices and reactions to the news and events of the day are not. From this it follows that newspapers have to be examined in large quantities before the nature of the content of the press can be known with any precision.

The diversity of the American press is a fact that cannot be stressed too firmly. It is simply not true that all newspapers, or any determinate portion of them, are systematically Republican and anti-labor, for example. And it is simply not true that all newspapers subscribing to Associated Press, or any determinate portion of them, will carry any or all of the stories reaching them over the AP wire. Each one is concerned with the interests and tastes of its own readers and reacts accordingly. Consequently each one presents a somewhat different appearance, both with respect to its independent comments on the events of the day and with respect to its use of syndicated material.

Various short-cuts are used to get around the difficult problem of scrutinizing great quantities of newspapers. The most usual is based on the

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assumption that a small cross-section of the press is representative of the whole. On this theory, a knowledge of the content of the *New York Times* and a few other papers is supposed to be a sure indication of the reactions of the entire press. A few special situations apart, nothing could be farther from the truth.

Another short-cut rests on the assumption that all subscribers to the wire services use what they pay for. On this theory, it is enough to know that the wire services have taken any particular story; having taken it, all subscribers will use it. This, too, is far from the truth of the matter.

In practice, special situations apart, there is no short-cut. A very large part of the press, at least, has to be examined in order to have any certain knowledge of the reactions of the press as a whole. As a practical matter, this means the use of press clippings, since it is rarely feasible to obtain and examine a large number of newspapers. This in turn means, given the limitations of newspaper clippings, that the clippings on any particular subject must be examined from a critical point of view. In general, this means extracting the fullest possible meaning from the diversity which is almost always shown in newspaper treatment of any news item. To do this involves two things. One is to invest each clipping with as much of the context in which it was found as is possible and with as much of the peculiarities of the individual newspaper from which it came as may be necessary for the particular purpose in view. The other is to note the variations of these characteristics among all the clippings being studied, to summarize these variations into manageable form, and to relate them in significant fashion to the particular public relations program at issue.

Given the fact of great variations between individual newspapers in their use of news material, these variations fall into two general types. One type is made up of the variations evident on direct inspection of the newspapers themselves or of the clippings obtained from them. The other type is made up of variations which only the private judgments and interests of the analyst can discern in the newspapers being studied.

First Variation

A. *Under the first heading, there are three principal kinds of newspaper usage in which variations occur. They are: coverage, visibility, and news form. Their precise nature, together with methods for dealing with them, are as follows:*

1. *Coverage.* This term is used to denote variations in the presence or absence of any news item. It is most frequently used as a measure of

the actual success in the distribution of a news item and is generally expressed as a percentage. Thus it may be said that a certain release had 20% coverage, by which it is meant that the release actually appeared 20 times in every hundred newspapers examined for its presence.

The coverage figure rests, therefore, on two measures: the total number of clippings found and the total number of newspapers examined. The former figure is found by simple counting; the latter is reached by prior determination. It may be a matter of finding the coverage of a certain item in all Kentucky weekly newspapers, or a matter of the coverage given a certain item in all United States dailies. In any case, the definition of the field of interest should be precise and its examination thorough, else the resultant coverage figure will be subject to great error and be, in effect, meaningless.

It is also important to distinguish, when estimating coverage, between the coverage of the daily press, the Sunday press, and the weekly press, not only with respect to the different numbers of newspapers of each type, but also with respect to variations in circulation between them. The circulation sizes of newspapers vary enormously. Thus it is possible to find 1,000 daily newspapers which, though accounting for nearly two-thirds of the total number of daily newspapers, account for only 17% of the total daily circulation. Coverage figures, therefore, should ordinarily be stated not only as a percentage of publications but as a percentage of circulation as well.

2. *Visibility*. This term is used to denote variations in the prominence of the position of any newspaper item within the context of the newspaper carrying it. This is important, since it is obvious that the placement of a newspaper item has a direct (though imprecisely known) relationship to the number of people that will read it. Thus the fact that any particular story had a 20% coverage in terms of circulation does not necessarily mean that anything like 20% of the total circulation actually saw the story. A coverage figure that does not take this factor into account is useful, therefore, only as a measure of the actual distribution of a news item, not as a measure of readership. Visibility, consequently, is an important consideration and will usually result in profound modifications of the coverage figure in those cases where estimates of readership are being made.

As is well known, precise estimates of readership do not exist; the motivations behind individual reading of newspapers are too various and complex to permit any exact formulations. Nevertheless, placement of the news in the newspaper, as a means of preselecting the news into editorial,

business, home feature, etc., etc., sections for the readers' convenience, and the prominence given any particular news item, as a means of drawing the readers' attention, are both objective matters of fact and are known to have a fairly determinate relationship to actual readership. Studies have been made of this subject (the ANPA Continuing Studies of Newspaper Readership in particular) and they can be used, with reservations, to arrive at some helpful working results. For example, a typology can be established which, when applied consistently, can be very useful in test situations. A sample of such a typology, developed to handle variations in prominence of placement, is offered below.

PAGE POSITION

*Assigned value of
page placement on*

STORY POSITION AND TYPE

	FRONT	BUSINESS	OTHER PAGES
Major headline, upper placement*	80	43	55
Major headline, lower placement	75	38	50
Minor headline, upper placement	70	33	45
Minor headline, lower placement	65	28	40
Banner headline or major-upper headline with picture (not picture insert or picture story)	100	63	75
Major-lower headline with picture (not picture insert or picture story)	95	58	70
Picture story (any position)	90	53	65
Picture insert story (any position or headline)	85	48	60
Text without headline	60	23	35
Mention without headline, or lead paragraph	54	17	29

(*placement means position above or below the fold)

The application of this, or any similar, typology is made by correcting the coverage found to have been given any particular story by the assigned visibility value as a percentage.

An example is given:

Newspapers read: 10, with a combined circulation of 10,000

Clippings received: 5, from newspapers with a combined circulation of 5,000

Circulation coverage: 50% of total possible

Average visibility of clippings received: 50%

Effective circulation coverage

(50% visibility times 50% coverage): 25% or 2,500 readers

It must be emphasized again that any visibility typology of this kind is theoretical and somewhat arbitrary. Its main utility is in suggesting the extent of variation in actual readership.

3. *News form.* This term is used to denote certain fairly standard

forms of news presentation by means of which the source of the item in question can be given some definition. Paid advertising apart, there are six principal types of news form: the local news story, the wire story, the editorial, the letter to the editor, the local column and/or story, and the syndicated feature and/or column. The local news story is presumed to originate with the newspaper staff; the wire story with a wire service; the editorial with the newspaper staff; the letter with a newspaper reader; the local column with a by-lined staff writer; and the syndicated feature with a paid writer whose material is distributed by a syndicate.

It is of course not always true that these news forms have in fact the origins attributed to them. The "canned" editorial is probably the best known exception. All of these news forms, however, have implications both for coverage and visibility and should be taken into account for that reason.

Second Variation

B. *The other type of variation, as already noted, arises from the interpretations or interests of the reader. These may be called the substantive categories of quality. They include the meaningful elements of the news, as contrasted with the formal elements of the news. The formal elements of the news (visibility, coverage and news form) have very little significance when considered apart from categories of meaning.*

The choice of categories of meaning in examining the press depends entirely, of course, on the interests of the reader. "Reports of company lobbying," for example, are of little interest to a sales campaign or to a company that does no lobbying. And the range of possible interest in a newspaper is so very great that it would be impossible, as well as pointless, to compile a list of all possible categories of meaning. For present purposes, a description of how such categories may be developed and applied will suffice.

As a general rule, categories of quality are derived from a classification of all news items occurring, in whatever form, with regard to a particular interest. A classification of this kind should be reliable in its later application, exhaustive of all the news material (or uniform in its exhaustion of any particular type of news material, such as editorials), and perfectly clear in the limits between categories. A typical classification for an industrial company might be as follows:

Production reports	Labor news
Product publicity	Community activities
Personnel news	Financial news

Insofar as such a classification is complete, it presents what may be called the *news profile* of the company. The application of the classification will then proceed in a variety of directions.

Applying the Classification

First, the news profile is given quantitative specification by assigning coverage figures to each category. It might then be found that, on any given day, the company showed a profile distribution as follows:

	<i>% of all press mention of the company</i>
Production reports	2
Product publicity	10
Personnel news	73
Labor news	1
Community activities	13
Financial news	<u>1</u>
Total	100

This news profile, then, shows the company on this date largely as an employer of persons and participating, quite frequently, in civic and philanthropic affairs. Notably, the company is not presented as a very significant economic or business unit.

Second, these coverage figures could be qualified by the application to them of considerations of visibility and news form. Such treatment might change the profile profoundly and reverse the conclusions suggested by the unmodified figures, or suggest differences in press receptivity to different kinds of company news that could be explored with profit.

Third, a "trend" account of this profile could be kept. Insofar as a public relations program is a part of the company's policy, variations in the profile may be interpreted as a reflection of the progress of the program itself.

Fourth, the profile could be broken down by geographic areas in order to bring out regional variations, if any, in press reaction to programs and policies.

The news profile, in short, in cases where a company's public relations program is more than a news releasing program, is an indispensable guide that grows in value with the length of time it is maintained.

Example of Method

C. A Test Case

The above remarks have necessarily been discursive. It may, therefore, be helpful to regroup them in the form of a hypothetical company to which the dimensions of analysis have been applied. These, then, are the conclusions available from analytic procedures.

A Report of Press Attention Paid a Hypothetical Company

1. The Company reaches an average of 10% of the press per day, 15% of the press circulation per day. Attention stems, therefore, from the larger newspapers. The volume of attention has remained relatively stable during the past year except for seasonal changes at holiday periods. Geographic distribution of the material is normal.

2. The visibility of the material stands at 43%. It may, therefore, be presumed that 43% of the circulation reached actually saw the press items. Based on our reading universe, this means a probable readership of 3,225,000 per day.

3. Spot studies of Hypothetical Company's 3 major competitors show that they also reach approximately the same reading public.

4. The visibility figure of 43% indicates that the major part of the press attention is that of prominent business page items. This is borne out by a classification of the types of newspaper pages on which the Company's material appeared: 73% of this material was carried on the business pages. The Company's press, therefore, tends to be restricted to the businessman and is prominent in this area.

5. Press mentions originate largely with wire services. There is very little local and specifically editorial attention. Most press material is planned.

6. The news profile of the Company is concentrated almost exclusively on financial and personnel news. There is virtually no attention paid the Company's negotiations with labor, its production facts, its products, or its activities on behalf of the community.

This represents a major shift from the Company's press of a year ago. At that time, attention was heavily concentrated on labor negotiations and production facts. In consequence, attention was not restricted to the business pages and visibility was higher, although the press view of the Company was, perhaps, as one-sided as it is presently.

Spot studies of Hypothetical Company's 3 major competitors show a more even distribution of press material over all Company activities.

SUMMARY CONCLUSIONS. *Press attention and reader attention paid the Company are good as to quantity. Attention is, however, one-sided in its concentration on purely business matters at present, just as it was one-sided in its concentration on labor and production matters a year ago. Because of this characteristic, and because most press material comes from wire services, it is believed that the Company public relations program is passive in that it acts merely as a releasing service. This is not true of the Company's competitors.*

POLICY-ACTION CONSIDERATION: *Shall the public relations program in the press proceed as before by the whim of the news trends or shall it actively seek to reveal the over-all Company message and character?*



MEDIA IN AMERICA: TWO VIEWS

"My brother had, in 1720 or 1721, begun to print a newspaper. It was the second that appeared in America, and was called the *New England Courant*. I remember his being dissuaded by some of his friends from the undertaking, as not likely to succeed, one newspaper being, in their judgment, enough for America."

"BENJAMIN FRANKLIN, HIS AUTOBIOGRAPHY"

* * *

"... since 1940 the total number of magazine *advertising* pages has almost doubled. Since 1940, U.S. newspaper advertising lineage *has* doubled. Between 1940 and 1954, annual radio advertising expenditures have almost tripled. And television advertising—which was barely a gleam in the broadcaster's eye in 1940—will absorb an advertiser's investment of over one billion dollars in 1955 alone; with many more products now being advertised, in *all* fields and in *all* media, than ever before."

"Certainly advertising and public relations must do their work today in a notably different world of competition than only a few years ago. We must speak with great consistent strength to win any attention *at all*—in a crowded world in which the prospect still has only *one* pair of eyes and ears to take in *all* the appeals directed at him; and the day is still only 24 hours long."

"W. HOWARD CHASE, VICE PRESIDENT, McCANN-ERICKSON, INC. AT PUBLIC RELATIONS LUNCHEON, ANNUAL MEETING CHAMBER OF COMMERCE OF THE UNITED STATES."

A Look at an Award-winning Case Study

Columbia's Magic Bicentennial Theme

By LOUIS H. BELL*

IN A NATION WHERE each new problem gives rise to another batch of public relations specialists, there are no experts on the centennial.

This is because nobody in the same organization lives through two of them; and some of us have been hard put to live through one.

As many a professional practitioner would admit, the academic amateurs made the Columbia Bicentennial the most appropriately successful campaign ever devised for an educational event or anniversary. And this by the vastest of margins. Results were good, to sum it simply, because planners resisted the time-dishonored practice of self-titillation and gave a thought to the needs of mankind.

What made the campaign successful, foremost of all, was wise concept. This is what the professional (and the amateur) calls the approach, the slant, the angle—the base upon which the whole structure of a program rises to heights or simply caves in for lack of support. In the case of Columbia, the concept emerged ironically from the bugaboo of all centennial planners—its special slogan.

Arthur Hays Sulzberger, publisher of the *New York Times* (he's Columbia College '12), told me how the theme came to be:

Along with 17 other trustees of Columbia University, he sat in the University Club in New York City on a July evening in 1946. He was there at the behest of Columbia's acting president, Frank D. Fackenthal, who had called an unscheduled meeting to suggest that plans for the university's 200th anniversary celebration eight years hence be discussed.

Enthusiasm ran high. Ideas sprouted, many and diverse. Finally Mr. Sulzberger put in his two cents worth. "I hope," he said, "we can do more than just have a birthday party. I would like to see us devise a broad and significant theme—something that would be meaningful to the entire world."

* The Columbia University Bicentennial won a Silver Anvil trophy this year from the American Public Relations Association for outstanding achievement in public relations. For the viewpoint of an experienced college public relations practitioner on this award-winning case history, the editors turned to LOUIS H. BELL. Mr. Bell, Director of Public Information at Pennsylvania State University, reviewed the program, talked to the key figures at Columbia, and presents herewith his observations.

"Such as what?" a friend asked.

"Well," replied Mr. Sulzberger, searching for words, "such as—let's see, 'Man's Right to Knowledge . . .'"

He stopped, mentally feeling his way, ". . . and to the Free Use Thereof'."

There it was in a jiffy—a theme that transcended Columbia and her 200 years, a theme as broad and as significant as man and his world. As Dr. Grayson Kirk, president of Columbia, later said, "The theme expressed an enduring principle upon which all free institutions of higher learning, indeed all free individuals, must base their thinking and their activities. We regarded it as basic to the health, the development, even the survival of all those democratic institutions which enshrine the liberties which are our precious heritage."

No one, least of all Mr. Sulzberger, dreamed that a man could pull a significant theme off the top of his head in the first attempt. "So there followed," a committee colleague revealed, "long-hours of work on the theme—putting a new word here, a new phrase there; considering and re-considering meanings. And when we were finished, there we were with the original theme, except for one word—and a preposition, at that!"

It was Mr. Sulzberger's editorial ear and journalistic background, a friend said later, that enabled him to translate the general thoughts and aspirations of that evening into the idea that was to stimulate people everywhere in the world to take part in Columbia's Bicentennial program. Somehow, I can't quench the thought that the heroic idea had been there a long time, waiting for the appropriate moment to come on stage.

Significance of the Theme

I dwell on the theme because it was without any doubt the real key to the success of the Bicentennial and because it loomed so large in certain public relations precepts that bring results:

1. *A big idea is worth more than money.* The Columbia planners learned early that their theme was solid gold. No event succeeds without support and notoriety which are often beyond the financial reach of a university. Abundant support came to Columbia because of a world-wide theme that the entire intellectual realm could recognize.

2. *Good public relations begin at home.* A wise public relations man knows that if you can sell the "family"—honestly get it excited—you can usually sell new friends. The theme inspired the Columbia family—trustees, committees, faculty, students, community, alumni, and established friends.

To what extent new friends were made will be shown later.

3. *Someone else can blow your horn better.* It takes a clever man to make a hit with self-acclaim. When the original planners suggested that other institutions should blow Columbia's horn, not even the committee would buy it. That's because the gentlemen had not yet seen the theme; because they had forgotten that your own ideal could conceivably be the ideal of mankind. Eventually, more than 1,100 such institutions joined the crusade.

Two facts were clear to Columbia when its broad crusade was planned. One, that the plan was ambitious, embracing promotion on four fronts—the university, the alumni, the world of scholarship, and the world of public opinion. The second was that this plan could not be prosecuted by any staff that Columbia could gather alone, much less afford. Something would have to arouse the interest of people inside and outside of the academic world, here and abroad.

World Wide Participation

The theme did this miraculously, as 1,150 colleges, universities, museums, and libraries took part in the Bicentennial—300 of them from outside the United States. Such recognition was accorded at 834 places in the world, and the foreign observance was not token. Germany held 48 such celebrations; Italy, 21; France and Northern Ireland, 20 each; Australia, 14; India, 12; and the Netherlands, 10; to mention but a few. Not only did universities cooperate but, along with other educational groups, sent congratulatory scrolls, many of them from Europe, South America, Asia, and other continents.

The theme also paid off when the Post Office Department struck a handsome commemorative stamp. At the time, a friend complained to me: "Like every other college I know, we tried our darnedest to get a stamp and were turned down. Now Columbia comes up with one." He too had forgotten that the stamp of Low Library, which sold 110,000,000 copies, was awarded not because of Columbia's longevity but because of the broad significance of "Man's Right to Knowledge and the Free Use Thereof."

The theme had an impact on the great and the small. It attracted, within the space of a week, President Eisenhower and Adlai Stevenson. They came to the Bicentennial Forum to ask millions all over the world to realize the ideals implicit in the theme.

And in a little New Jersey town, the chairman of a library board was solving an important problem, thanks to the theme. Beset by people who insisted that he remove this or that "un-American" book, he could find no convincing answer for the complainants. "I knew I was opposed to their re-

moval," he wrote Columbia gratefully, "but it wasn't until I saw your exhibit and the film, 'Freedom to Read,' that I got the right answers to help in the fight against censorship."

Highlights of the Program

The conference which gave Columbia a world audience through President Eisenhower and the film which strengthened the thinking of the gentleman from New Jersey were but parts of a well-conceived and effectively executed public-service program, which included these, among others:

1. Three academic convocations at Morningside Heights that emphasized respectively the relation of Columbia University to New York City, to the United States, and to the world. More than 30,000 people attended.

2. Three banquets supplementing these convocations. They attracted not only Mr. Eisenhower but also Chief Justice Warren and the Queen Mother Elizabeth. About 6,500 people attended and many millions enjoyed the events through radio and television.

3. Cooperative programs put on by educational institutions and learned societies throughout the world. Invited to do so in 1950 by President (of Columbia) Eisenhower, more than 1,000 cooperators arranged meetings, exhibits, articles, broadcasts, and editorials on problems of local significance within the broad scope of the theme.

4. The commemorative stamp was issued.

5. A film, "Freedom to Read," was produced. It left an open end for the discussion of censorship in libraries. More than 80 prints were sold and the film was shown to 450 audiences numbering thousands, including the now-enlightened gentleman from New Jersey.

6. Thirteen major conferences brought to Columbia's campus thousands of authorities from all over the world for discussion of significant issues of the times. Volumes of the proceedings have been printed to give permanency to the thoughts expressed.

7. A series of 26 radio lectures by eminent scholars who discussed phases of the theme was presented over a nationwide network and broadcast overseas by the Voice of America. These lectures were reprinted in two volumes and, to date, 25,000 copies of the first volume have been sold.

8. A panel exhibit which illustrates with words and pictures the ideas of great men on practical aspects of man's right to knowledge. This unique display was reproduced and shown to more than 800,000 people in 700 audiences around the globe. The State Department translated the captions into 12 languages and distributed the exhibit through the U.S. Information

Agency. The panel was reduced to brochure size by Mark Van Doren as his personal contribution for the year. About 30,000 copies have been sold and more than 17,000 distributed free.

There was more, scheduled and unscheduled. Suffice it to say that Columbia used every recognized device for spreading the theme, even getting into the medium that all of us dream about but never crack, the high school newspaper; and coming back home with community tributes for the butcher, the baker, and the candlestick maker that turned green even the most skillful practitioners.

Remember, too, that a rather limited committee headed by Professor Richard R. S. Powell, a perspicacious attorney who directed the Bicentennial, and Professor James L. Malfetti, who was his able chief assistant, performed the vast job, aided by Mr. Sulzberger, Douglas Black, Provost John Krout, and Dr. Kirk. There were scores of others too numerous to mention, and these enlisted the help of schools, colleges, businesses, libraries, museums, professional societies, learned groups, the government, and the alumni. Columbia was delighted with all the cooperation, particularly that of the alumni, who were enlisted to cover the nation and Hawaii in 34 organized groups. So effectively did the graduates work that they themselves expressed pleasure in being part of the Bicentennial. Many alumni have urged that their organization be maintained for a similar annual task, and this is esprit de corps that money cannot buy.

Measuring the Results

How great was the impact of all this? That is the Great Unknown in a field where you can't count the sales receipts. Or to put it in the words of Columbia's president, Dr. Grayson Kirk, "How does one measure the acceptance of a principle, the stimulation born of the reaffirmation of an ideal? . . . I believe we may say with humble pride that (the Bicentennial) was planned as a service to the great company of free men wherever they maybe, and as a spur to men who would be free."

There is hidden hope in those words. No one now knows for certain how effective the Bicentennial was, but I keep remembering some of the little things connected with it:

The visit of the two scientists from Russia, undoubted forerunners of the farmers who toured Iowa and the West.

The California father who used the theme to help combat book-banning in his hometown high school.

The magazine publishers who were inspired by the theme to meet at Columbia to learn of each other's needs, limitations, and opportunities

—a meeting that will become an annual session for self-education and appraisement.

The especially-prepared essays sent to Columbia by members of the faculty of the Free University of Berlin entitled "Veritas, Justicia, Libertas."

And, of course, my favorite, the gentleman from Jersey who learned a lesson he'll never forget on freedom to read.

Lessons Learned

You may be wondering whether this was the pluperfect project, going off without a hitch. Certainly not. Columbia learned, no doubt, that putting 300 big-name personages together in a convocation to focalize on a particular project is not realistic. Each man had much to say; and many had come great distances to be heard. There must have been limits on picking each man's brains, and the restriction must have made some of the dignitaries suffer in silence. I am sure, too, that in such conferences the passion is great to come to conclusions, to pass resolutions, to take action; and this, of course, was not Columbia's idea. If Columbia were to do this again, perhaps the number of generals would be reduced.

I am certain that no human being was able to satisfy the vast body of Columbia's important staff and friends in issuing invitations to the relatively small dinners that featured the President of the United States, the Chief Justice of the Supreme Court, and the Queen Mother of Great Britain. I feel for the gentleman who had to make decisions and take abuse. There's no answer, except perhaps to estimate conservatively and to have sufficient "house seats" held out to take care of troublesome cases bound to pop up after all invitations are out.

The batting average of success was very high, and only a project or two went astray, such as the attempt to have the University's color accepted in the world of fashion as "Columbia Blue," an item of doubtful dignity anyway. Even the tremendous task of publishing literature in great abundance went smoothly most of the time. But once, because of the press of time, officials had to entrust the publishing of a long program including difficult Latin-American names to the printer without doing proof-reading. Collectively, the committee held its breath as it scanned name after name in the finished booklet. Every one was correct! Then came the closing item: CONCLUDING ADDRESS—GRAYSON KRIK.

They'll do it every time.

“(R)EVOLUTION IN THE PRINTING INDUSTRY”*

The public relations man of 1915 undoubtedly could find his way around a 1955 printing plant or newspaper office with little difficulty. If you think you'll be equally at ease in the newspaper or printing establishments of the years ahead, here is a partial description of the integrated printing system of tomorrow based on full utilization of the benefits of the Age of Technology:

“Editorial work and composition can be done in one location while the printing takes place in a number of regional plants . . . News and stories can be transmitted from distant points via wire to the central facility, where the information passes through any one of a battery of ‘typesetting’ machines which store the information on magnetic tape, or perhaps magnetic cylinders. Editorial matter from the central facility is fed into the electronic typesetter by a keyboard operator or tape.

“Color pictures and other visual images can be transmitted by wire to an image recorder which stores the information magnetically or electrically. Both the image recorder and the electronic typesetter will be equipped with viewing or proofing devices, enabling any selected piece of information to be seen exactly as it will appear in final form . . . Images and text will be composed in page form on an electronic measuring device.

“When the makeup of the page is complete and final, the information is relayed by wire to the branch printing plant. Impulses received over the wire are translated into shaped magnetic fields or a pattern of electrostatic charges. It is probable that printing will be done by a process similar to or identical with the ferromagnetic or smoke process. The ‘press’ will be an integrated machine or an automatic series of machines with self-adjusting controls to perform printing, collating, folding, binding, wrapping, addressing. The mechanism will print addresses electronically, then arrange and tie the material in bundles according to geographical destination.

“ . . . It might also be possible to bombard a stack of sensitized paper (10,000 or more sheets at a time) with some shaped form of radiation so that all the sheets can be printed simultaneously.”

** From a report written as a group project by eight second-year students at Harvard Graduate School of Business Administration in partial fulfillment of the Manufacturing course of General Georges F. Doriot.*

BOOK REVIEWS

THE PROCESS AND EFFECTS OF MASS COMMUNICATION

By WILBUR SCHRAMM. *The University of Illinois Press*. 586 pages, \$6.00

*Reviewed by Frank Hedge, Public Relations Director,
Detroit office, McCann-Erickson, Inc.*

New vistas in the fascinating world of public relations are opened up by Wilbur Schramm's "The Process and Effects of Mass Communication."

Highly technical in part, the book deals with phases of mass communication to which the general practitioner of public relations might not ordinarily be exposed.

While crammed with new ideas and concepts of the type to be absorbed now and dragged out at a later date to confound the client, one chapter in particular struck the reviewer as being well worth the effort.

Titled "The Effect of Presenting 'One Side' Versus 'Both Sides' In Changing Opinions On A Controversial Subject," this thought provoker might well be referred to when top policy decisions call for attempting to change the opinions of a large group of employees in order to make them better workers, boosters for the manufacturer's product, or more loyal purchasers of the product. With smaller groups at the executive level, the techniques illustrated might be used to sell management policy in cases of a complete turn-around in policy, as in the case where a revitalized management is interested in sparking a drive for increased sales of a vastly improved product.

This book was developed because the United States Information Agency needed background materials for training of new agency personnel in the field of research and evaluation. The completed work turned out to be of much wider scope, and as the author points out, "the background necessary for understanding the problems and practice of international communication is identical with the background necessary for making an intelligent approach to any other kind of social communication."

As is certainly true, the fact that the contents are heavily on the side of international propaganda techniques and analysis of their effectiveness shouldn't deter the industrial or institutional public relations man from exploring this volume. On the contrary, it will refresh and stimulate his thirst for more information. This thirst Editor Schramm has foreseen and covered

by providing a list of 100 titles for further reading. From an examination of the list it would seem possible that anyone who gave it half a try would greatly improve his ability as a practitioner of modern public relations.

SPEAKER'S ENCYCLOPEDIA OF STORIES, QUOTATIONS AND ANECDOTES

By JACOB M. BRAUDE. *Prentice-Hall*, 476 pages, \$4.95

*Reviewed by J. H. Smith, Jr., Manager
Institutional Services, The Chrysler Corporation*

Speeches which are strung with someone else's beads of inspiration have always annoyed this reviewer—possibly because it's difficult enough to remain a ghost without being twice removed.

Consequently, the best that can be said for any anthology of "speech stuffers" is that it's well organized, contains some leading thoughts, and—like pepper—is a handy thing to have around, if used sparingly.

This collection measures up fairly well, although a test run through the book failed to turn up any quote or reference that the reviewer cared to use in a public address he was putting together.

Author Braude, a Chicago municipal court judge, is bold enough to suggest in a well-written introduction that one's own card file is perhaps the safest bet. Particularly, I would think, if it is indexed for access by a thousand different entrances as is Braude's.

TELEVISION TECHNIQUES

By HOYLAND BETTINGER as revised by SOL CORNBERG
Harper and Brothers, 236 pages, \$5.00

*Reviewed by Kendrick W. Williams, Director-Editor
of Motion Picture Activities, The Chrysler Corporation*

When I divorced Motion Picture production, temporarily, for television, I asked experts in the field if there were any textbooks which I could thumb through to give me some pointers on this almost new medium. I was referred to several, but after reading them, I was more than confused. Had "Television Techniques" been on my list of required reading, I am positive that my initiation into television would have been much less rugged and far more interesting.

Sol Cornberg's revision of Hoyland Bettinger's book, "Television Techniques," is an outstanding example of how a technical textbook can be written in an interesting but understandable manner. It will hold the interest

of the layman as well as the professional. Its chapters are well arranged and clearly defined. The continuity of the entire book is a credit to the author.

The chapter on "The Medium" which delves into reaction to the visual and aural stimuli, and the one on "Pictorial Composition and Continuity" are obviously works of love, for they are excellently written and well illustrated with clean, understandable sketches. The reader will be able to skip through those portions which belabor the obvious and point up the already well-known basic principles of catching the eye and ear of the viewer. But, he will find interesting reading, well worth closer scrutiny, when the author starts to dig in firmer ground.

For Public Relations personnel who are directly or indirectly concerned with the impact of television, either as a purely commercial project, or a combination of both commercialism and drama, it is one of the best manuals on the tools of television I have read. It should be on the bookshelves of every executive who is currently sponsoring a television show, or who is considering buying television time. And, I feel that many Program Directors, Producers and Directors would do well to study this practical guidebook—it could make for better television viewing.

PUBLIC OPINION AND PROPAGANDA

Edited by DAVID KATZ, DORWIN CARTWRIGHT, SAMUEL ELDERSVELD, AND ARTHUR M. LEE, *The Dryden Press*, 779 pages, \$6.25

A study of means by which public opinion is influenced, formed, and measured, this volume contains contributions from nearly 100 writers and deals competently, if somewhat laboriously, with fundamental philosophical questions involved in public relations activity.

THE CREATIVE PROCESS

Edited by BREWSTER GHISELIN, *A Mentor Book*, 251 pages, 50 cents

How to create ideas is the question posed by this pocket-sized book. Answers to this question are provided through selected writings of such brilliant creators as Poincare, Einstein, Van Gogh, Coleridge, Wordsworth, James, Wolfe, Jung, and Nietzsche. Public relations practitioners, working in a field where the search for new ideas is both constant and competitive, should find this book invaluable.

THE WORKING PRESS OF THE NATION

Edited by NORMAN SELIGMAN, *The National Research Bureau, Inc.*,

Newspaper directory, 375 pages. Magazine directory, 435 pages, \$25.00 each, together \$35.00

These directories contain carefully selected lists of newspaper and magazine personnel, in addition to excellent general publicity check lists. They were compiled to provide reference guides for publicity use and have succeeded in fulfilling this objective. These should be handy and useful additions to the reference shelf.

CREATIVE ADVERTISING

By CHARLES L. WHITTIER, *Henry Holt*, 585 pages, \$8.50

While this book is primarily about advertising, it contains much of possible value to the public relations professional. Public relations is discussed separately, but very briefly, and the volume applies to public relations only in its emphasis on creative thinking. On this basis, it is well worth the reading.

GEBBIE PRESS HOUSE MAGAZINE DIRECTORY

The Gebbie Press, 274 pages, \$19.95

This directory thoroughly covers the house organ field. It is readable, reliable, well-illustrated, and comprehensive. For those interested in reaching the relatively non-competitive company magazine field, the directory will be worth adding to the reference shelf.

HOW TO MAKE YOUR LIVING IN FOUR HOURS A DAY

By WILLIAM J. REILLY, *Harper and Brothers*, 118 pages, \$2.50

This book and its title aroused your reviewer's deepest skepticism. After reading it thoroughly, this skepticism remains. While public relations people may well challenge the desirability of squeezing creativity into a four-hour day, Mr. Reilly's book is nonetheless provocative, easy to read, and stimulating.

MANAGEMENT OF EXPANDING ENTERPRISES

By WILLIAM H. NEWMAN AND JAMES P. LOGAN,
The Columbia University Press, 125 pages, \$2.75

Because of its thorough treatment of the technique of decentralization, this volume will be especially valuable to public relations managers and directors confronted with administrative problems which accompany rapid expansion of staff.

THE OFFICE ENCYCLOPEDIA

Compiled and Edited by N. H. AND S. K. MAGER,
Pocket Books, Inc., 501 pages, 50 cents

There's a little bit about a lot of things in this one. Office practice, filing, purchase of equipment, and use of the telephone are typical subjects covered in this volume. It's a bargain, too, at 50 cents.

"TODAY" THE 1955 POCKET ALMANAC

Edited by GEORGE H. GALLUP, *Pocket Books, Inc.*, 639 pages, 50 cents

A handy, well-organized reference book.

SIX WEEKS TO WORDS OF POWER

By WILFRED FUNK, *Pocket Books, Inc.*, 293 pages, 35 cents

This book is a vocabulary builder. If you have the time and desire to weigh and savor words, this is for you. The author assures that, after six weeks, you will be using such words as "lagniappe" and "temerarious" with complete assurance. You, too, can confound and terrify your friends. But only if you want to.

NOTE: A new report, "How to Use Motivation Research for Public Relations Success", is being prepared by the Public Relations Foundation. Advance orders may be sent to Suite 1138, 1001 Connecticut Avenue, N. W., Washington 6, D. C. Plastic-bound, price \$5.00.

QUICK QUOTES

(See Book Reviews)

"Our studies indicate that even though a creative worker is able to work for approximately six hours a day or even more without losing his creativity, it is not a good idea for him to make a general practice of pressing himself to this limit. It is far better for him to work about four hours a day, for then he is really on top of his job and is able to approach maximum productivity and effectiveness."

"HOW TO MAKE YOUR LIVING IN FOUR HOURS A DAY"

by William J. Reilly

"Because every creative act overpasses the established order in some way and in some degree, it is likely at first to appear eccentric to most men. An inventor ordinarily must begin in isolation and draw the group to himself only as it is discovered, sometimes very slowly, that he has invented some part of what they are in need of."

"THE CREATIVE PROCESS"

by Brewster Ghiselin

"Public relations, like kindness, begins in the heart. Without good intent, there can be no basis for public relations. And unless good intent is put into practice, there can be no effective public relations program. One of the most satisfactory definitions of public relations is that it is an explanation of the intent which underlies a company's activities and a chronicle of how well that intent is carried out."

"CREATIVE ADVERTISING"

by Charles L. Whittier

"... In speaking at a high school that may be involved in a tight race for an athletic championship, a comment on this situation at the beginning of the talk will put the audience solidly behind you. The subject of the comments should, however, be non-controversial. Christmas, motherhood, and football are normally safe issues."

"SPEAKER'S ENCYCLOPEDIA OF STORIES, QUOTATIONS AND ANECDOTES"

By Jacob M. Braude

HOW MANY PUBLIC RELATIONS ASSOCIATIONS ARE THERE?

Someone asked the question and we started to investigate. The list we came up with and which is printed below, is far from complete. There are many other local and specialized groups which we'd like to know about. We'll welcome hearing from our readers about other associations in the field—and will list these in forthcoming issues.

UNITED STATES

American College Public Relations Association

726 Jackson Place, N.W.
Washington, D.C.

Publishes:

College Public Relations Quarterly

American Public Relations Association

1010 Vermont Avenue, N.W.
Washington 5, D. C.

Publishes: "PR" (quarterly)

Financial Public Relations Association

231 S. LaSalle Street, Chicago, Illinois
Publishes: *Bulletin* (monthly)

Government Public Relations Association
1313 East Sixtieth Street
Chicago, Illinois

Public Relations Society of America, Inc.

2 West 46th Street
New York 36, New York

Publishes:

Public Relations Journal (monthly)

National School Public Relations Association, 1201 Sixteenth St., N.W.
Washington 6, D. C.

Railroad Public Relations Association
Transportation Building
Washington, D. C.

INTERNATIONAL

International Public Relations Association, 25 Savile Row,
London W. 1, England

FOREIGN

Associação Brasileira de Relacoes Publicas, Praça D. Jose Gaspar,
30, 10.º Andar, Sao Paulo, Brasil

Association Francaise des Relations Publiques,
3, Avenue du President-Wilson,
Paris, France

Associazione Italian per le Public Relations, Via Piemonte 40,
Rome, Italy

Asociacion Mexicana de Profesionales en Relaciones Publicas
Zempoala 34-11
Mexico 12, D.F.

Australian Institute of Public Relations,
G.P.O. Box 39, Sidney, Australia

Canadian Public Relations Society,
Board of Trade Building,
Montreal, Quebec, Canada

Centre Belge des Public Relations,
38, Avenue du Vert-Chasseur,
Uccle-Bruxelles, Belgium

Genootschap voor Openbaar Contact (Netherlands)
%Royal Netherlands Industries Fair
Utrecht, Holland

Istituto Per Le Pubbliche Relazioni
Via Panzacchi 6,
Milano, Italy

Institute of Public Relations
(Great Britain), Hastings House,
Norfolk Street, London W.C.2,
England

Norwegian Public Relations Association, Oslo, Norway

Public Relations Association of Ontario, 73 Adelaide Street West,
Toronto 1, Ontario, Canada

The Public Relations Society of Finland
Kotios
Neitsytpolku, 2 b A 17
Helsinki, Finland

NOTE: Periodicals devoted exclusively to public relations:

Public Relations News
815 Park Avenue, New York 21,
New York (weekly)

Publicity Record, 551 Fifth Avenue
New York 17, New York (weekly)

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